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Article
Editorial

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Editorial

Dear Reader,

We are starting in the second decade of JEEMS with three fresh new articles covering important issues of East European capitalism such as entrepreneurship, strategic firm behaviour and corporate governance. Moreover, the articles share some aspects of the broader international discussion on management, namely the organisational development in the regions of a more and more globalised world, the importance of historically developed patterns of management activities and its path dependency, and the influence and spread of institutionalised norms and behavioural patterns across borders, their enhancing conditions and their limitations.

The first article authored by *Christos Kalantaridis, Lois Labrianidis* and *Ivaylo Vassilev* analyses some developments and differences of entrepreneurship and institutional change in Post-Socialist rural areas, focussing on different regions in Russia (Novosibirsk and the Republic of Bashkortostan) and the Ukraine (Transcarpathia). The authors ask for differences between entrepreneurs in rural areas compared to entrepreneurs in urban settings. Moreover, they explore the influence of the institutional settings provided by the State. Despite of similarities in the rural regions they also note growing divergence with respect to the pathways of change in the three areas.

Igor Gurkov tries to find dominant strategic archetypes of Russian industrial firms after fifteen years of economic transformation and seven years of consecutive economic growth in Russia. Archetypes are seen as systems of beliefs of the firm's management about the external and internal environment, corporate strategies that present actions about insertions, development and divestments of particular businesses and lines of activities, and business strategies to maintain or change the particular competitive position of a firm in a given market. The article is based on a survey in Russian enterprises undertaken at the end of 2004 with questionnaires from 792 CEOs of industrial firms and 702 CEOs of services companies from all Russian regions. The results show how deep the patterns of strategic behavior of Russian firms are related with the past, the culture as well as the institutional setting in Russia over the last decade.

The third article authored by *Niels Hermes, Theo J.B.M. Postma* and *Orestis Zivkov* deals with corporate governance codes and their contents in Czech Republic, Hungary, Lithuania, Poland, Romania, Slovak Republic and Slovenia. The article analyzes and compares the code contents with respect to generally accepted best practice recommendations on disclosure rules, strengthening shareholder rights and modernising boards. The results make clear that for some countries the contents of the country's code are actually rather different compared to those best practices. Domestic forces related to country-specific

characteristics of corporate governance systems seem to play an important role in shaping the contents of corporate governance codes.

All in all, an interesting couple of articles relating East European management issues with a wider scale of management problems in our globalised world!

Rainhart Lang (Editor-in-Chief)